

DCI SPEECH - JULY 16, 1985 - SIS PROMOTION CEREMONY

THIS SEMIANNUAL EVENT IS ONE OF THE HIGH POINTS ON MY CALENDAR. IT IS A GREAT PLEASURE TO WELCOME NEW OFFICERS INTO THE SENIOR INTELLIGENCE SERVICE, AND TO GIVE FURTHER RECOGNITION TO SOME OF THE MOST DESERVING OFFICERS ALREADY IN THE SERVICE. YOU SHOULD ALL BE PROUD OF THE SIGNAL HONOR WHICH YOU HAVE EARNED THROUGH YOUR HARD WORK AND THE APPLICATION OF YOUR CLEARLY EXTENSIVE ABILITIES AND APTITUDES. YOUR ELEVATION INTO OR WITHIN THE SIS REPRESENTS THE MOST SUBSTANTIAL VOTE OF CONFIDENCE WHICH I AND THE UPPERMOST ECHELONS OF AGENCY LEADERSHIP CAN BESTOW.

WE ARE INVOLVED IN HIGHLY SENSITIVE WORK THAT AFFECTS NOT ONLY THE NATIONAL SECURITY BUT ALSO THE LIVES AND WELL BEING OF FELLOW EMPLOYEES AND FOREIGNERS WITH WHOM WE SHARE ~~CERTAIN~~ ^{our} DEMOCRATIC VALUES, AND WHO IN MANY INSTANCES RISK THEIR LIVES BY COOPERATING WITH US IN DEFENSE OF THOSE VALUES. MANY OF US WHO WORK DAILY IN THE INTELLIGENCE BUSINESS TAKE THAT TRUST FOR GRANTED UNTIL WE ARE PAINFULLY REMINDED THAT THERE CAN BE WITHIN OUR RANKS THOSE WHO WILL VIOLATE THAT TRUST.

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BUT THE LARGER ISSUE HERE IS THE RESPONSIBILITY WHICH ALL OF US MANAGERS HERE SHARE NOT ONLY TO THE NATION BUT TO OUR FELLOW EMPLOYEES. THE EMPLOYEES OF THIS AGENCY ARE JUSTLY RENOWNED FOR THEIR TALENT, DRIVE AND LOYALTY. BUT ALL OF US ARE HUMAN AND OBVIOUSLY CIRCUMSTANCES CAN DEVELOP IN HERE WHICH MAKE AN INDIVIDUAL SUBJECT TO EXPLOITATION BY HOSTILE ELEMENTS. IT IS IN SUCH TIMES THAT WE MORE FULLY REALIZE THAT OUR LIFEBLOOD IS OUR PEOPLE AND THAT WE CANNOT AFFORD A SINGLE WEAK LINK IN OUR PERSONNEL SECURITY SYSTEM. THIS IMPOSES A HEAVY BURDEN ON ALL OF US MANAGERS. THERE IS A FINE LINE BETWEEN UNWARRANTED INTRUSION INTO THE PRIVATE LIVES OF OUR EMPLOYEES AND THE LEGITIMATE ORGANIZATIONAL SECURITY CONCERNS OVER THEIR WELL BEING. WE HAVE IN PLACE REGULATIONS AND PRACTICES WHICH I THINK PRESERVE THIS BALANCE. BUT IN THE LAST ANALYSIS, THE SYSTEM WILL WORK ONLY IF INDIVIDUAL MANAGERS ARE ZEALOUS IN MEETING BOTH THE NEEDS OF THE EMPLOYEE AND OF THE ORGANIZATION.

IT IS OUR RESPONSIBILITY TO REDOUBLE OUR EFFORTS TO FOSTER IN THIS AGENCY AN ETHIC AND AN ATMOSPHERE WHERE SUCH BREACHES OF SECURITY SIMPLY DO NOT OCCUR. SUCH AN ETHIC AND ATMOSPHERE CAN BE MAINTAINED ONLY WITH ACTIVE HANDS-ON LEADERSHIP AND SUPERVISION BY YOU AND YOUR COLLEAGUES IN OUR SENIOR EXECUTIVE CADRE. TO ACHIEVE A WORK FORCE WHICH IS ONE HUNDRED PERCENT DEDICATED ONE HUNDRED PERCENT OF THE TIME IS A HEAVY RESPONSIBILITY THAT WE ALL BEAR. THE CHALLENGE IS GREAT BUT THE NEED IS GREATER, AND I HAVE EVERY CONFIDENCE THAT YOU AND YOUR FELLOW MEMBERS OF THE SENIOR INTELLIGENCE SERVICE CAN AND WILL MEET THIS CHALLENGE.

I AM CONFIDENT THAT THIS SINGLE INCIDENT IS JUST AN ABERRATION FROM OUR AGENCY NORM. I SEE BEFORE ME IN THIS AUDITORIUM THE TALENT, THE EXPERTISE,

THE MOTIVATION AND THE DEDICATION NECESSARY TO ENSURE THAT EVENTS LIKE THIS
DO NOT REOCCUR. IT IS YOU WHO ARE LEADERS IN THIS ^{truly} GREAT AGENCY.

- ° YOU ARE THE ONES WHO COLLECTIVELY BUILD AND MAINTAIN OUR UNIQUE AGENCY CULTURE.
- ° YOU ARE THE ROLE MODELS WHO HELP TO SET THE NORM AND MAINTAIN THE STANDARDS.
- ° YOU ARE THE ONES WHO TAKE OUR NEW RECRUITS AND MAKE THEM AGENCY CAREERISTS.
- ° YOU ARE THE MEN AND WOMEN WHO INSTILL THE SENSE OF PRIDE AND DEDICATION, THE THIRST FOR EXCELLENCE, QUEST FOR QUALITY AND THE FIERCE ESPRIT DE CORP WHICH ARE THE HALLMARKS OF THE CENTRAL INTELLIGENCE AGENCY.

(PAUSE) NOW LET'S GET ON WITH IT.